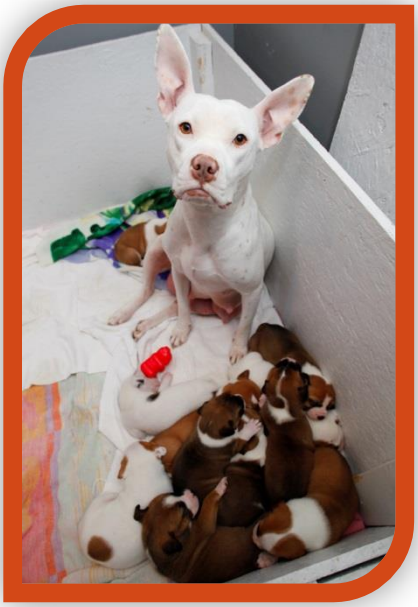
Managing Pet Overpopulation: A Strategic Plan for Moore County, NC

Prepared by The Animal Operations Advisory Board in consultation with the Animal Operations Department of Moore County, NC.
First version published March 28th, 2013.
Second version published June 30th, 2013.
Third version published April 21st, 2014.
Fourth version published July 6th, 2015.

With special thanks to the Animal Services Staff of Orange County, NC, for their contributions and guidance.

Executive Summary:

In January 2013, a recommendation was made to the Moore County Board of Commissioners to establish Animal Operations as a department, independent of the Health Department, reporting directly to the County Manager, and to appoint an Advisory Board to provide guidance and support to the department.



This new reporting structure and environment provided the Animal Operations department the ability and autonomy to react quickly, to create a formalized strategic plan, to track priorities and metrics, all leading to a reduction in the number of animals that require sheltering, care and euthanasia, at considerable cost to the county and moral concern to its citizens.

The Animal Operations Advisory Board is dedicated to working with Animal Operations staff to achieve the department's goal of significantly reducing the county's euthanasia rate. The Board's purpose and responsibilities include:

1. Making recommendations to The Moore County Board of Commissioners regarding the Animal Operations department

2. Providing advice and support to the Animal Operations department Director regarding policy, planning and development of operational procedures and practices consistent with program policies

3. Engaging the community resources required to aid in decreasing the number of animals entering The Animal Center, increasing the placement of animals from The Animal Center, ensuring the care of the animals at The Animal Center meets documented processes and increasing the live release rate year on year.

As the population continues to grow in the County, planning of this kind becomes even more critical. It is a widely-held belief among animal welfare professionals that the actual costs of reactive approaches to pet overpopulation problems exceed the costs of more positive and proactive intervention as outlined in this plan.

Contents:

Executive Summary: 1

Contents: 2

Plan Process:..... 3

Focus Area Chart: 4

The Plan: Budget and Personnel..... 5

The Plan: Facility & Animal Welfare 8

The Plan: Communications..... 14

The Plan: Technology..... 18

The Plan: Processes and Measurements..... 21

The Plan: Prevention 24

The Plan: Intake/Placement 27

The Plan: Euthanasia 32

Conclusion: 35

Appendix I: Example of documented process – Intake 36

Appendix II: Intake detail..... 37

Appendix III: Adoption/Euthanized percentage details 38

Appendix IV: Dogs and cats released to other organizations 39

Appendix V: Euthanasia details 40

Appendix VI: Process of Euthanasia: Change to existing policy 41

Plan Process:

(A “graduate” of The Animal Center and foster program – on top of the world now!)

In early 2013, Committees were appointed to pursue specific “Focus Areas” with respect to formulating and driving the plan: Budget, Personnel, Facility and Animal Welfare, Communications, Technology, Processes and Measurement, Prevention, Intake, Placement and Euthanasia. These “Focus Areas” are of course interrelated but require specific attention.

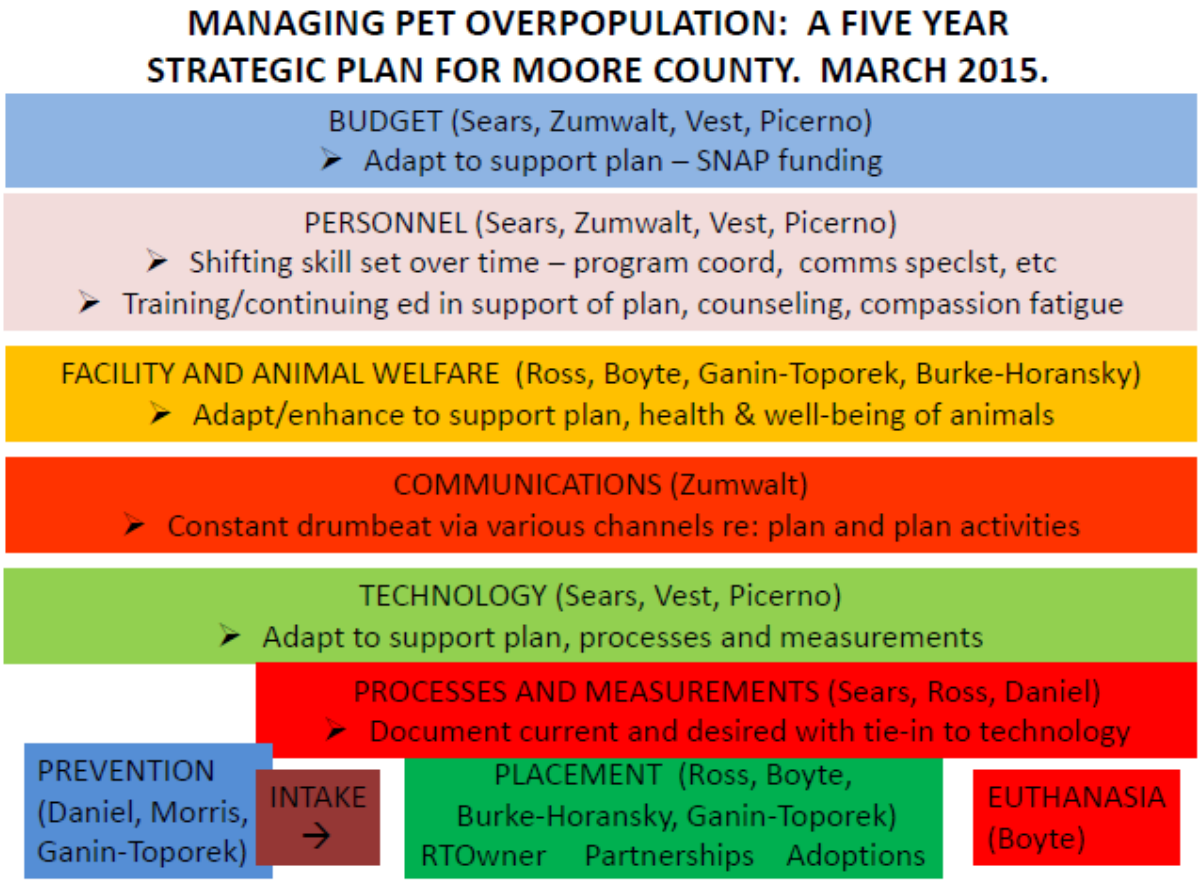
In 2013, each Committee followed a similar format for the original plan. They described their high level goal for the next five years (2017), the current state of their focus area, quick hitter goals that could be achieved by June 2013, goals that could be accomplished by the end of 2013 and a schedule of target dates to complete each goal.

In early 2014, for an updated plan document, each committee revisited their vision for 2017, updated the current state of their focus area, documented accomplishments for 2013 and established goals for 2014.

In early 2015, following the appointment of a new Director of Animal Operations, each focus area was revisited to review the vision for 2017, to update the current state and to document accomplishments. At the request of the new Director, certain areas did not establish additional goals but established timelines to accomplish existing goals.

Focus Area Chart:

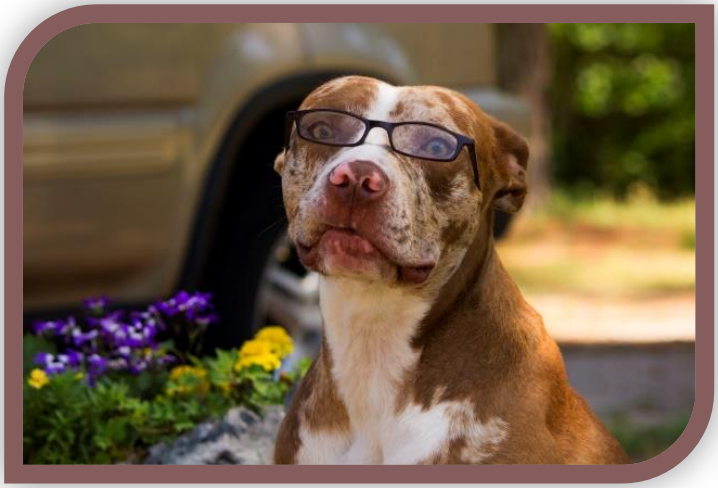
The following chart depicts Focus Areas, assigned committee members and suggested areas of emphasis:



The Plan: Budget and Personnel

REVISITED VISION:

(Describe the environment as you would like to see it in 2017).



Budget and personnel decisions are easily justified to enable a continuing decrease in animal intake to The Animal Center, a continuing increase in live outcomes and a corresponding decrease in euthanasia numbers. Budget requests are mapping to a long term budget plan in support of "Managing Pet Overpopulation: A Strategic Plan for Moore County, NC". The budget includes incremental planning to evolve the facility to support current best practices with respect to animal welfare in a shelter environment.

This budget plan includes not only headcount planning, but budgeting for a structured educational map for employees. Staff is well trained and enabled by technology to perform their tasks efficiently, effectively and expeditiously. They are a staff that adapts quickly to changes. Hiring practices include a focus on technology capabilities, volunteer management and interaction, and extensive use of communications channels. Certified veterinary professionals play a key role. Continuing education courses, both online and conference format, are standard for staff members as part of a structured educational approach. High performing staff members are maintained to maximize the efficiencies of the programs through attractive continuing education opportunities as well as salary considerations.

Programs outlined in the Strategic plan are timed in a logical and realistic manner given the tasks performed by Animal Operations staff on a regular basis.

UPDATED CURRENT STATE:

(How would you describe the environment today – March 2015?)

Budget decisions for the 2014/2015 fiscal year, for the most part, supported the blended missions and goals of the Animal Operations Department and the AOAB. Hiring and staffing is trending positively. A new and aggressive volunteer program highlighted the need for managerial controls and processes. Although the volunteer program produced some very positive results, it was decided that it should be scaled back while the controls and processes

were addressed. This produced a step backwards in order to proceed forward at a sustainable pace. A Program Coordinator position was identified and defined to embrace volunteer coordinator responsibilities along with other program responsibilities. This role has yet to be filled.

The development of a county-wide volunteer process necessarily delayed the ramp-up of the volunteer program under the new Director, but now a more structured, accountable program should provide a quicker, more effective ramp-up which will aid with off-site adoption and other initiatives.

There is an increased focus on customized educational roadmaps for the staff in support of the mission and goals.

Animal Operations Staff have varying degrees of computing technology proficiency.

The Director of the Animal Operations Department currently fulfills the Public Relations and communications role but there is no assigned communications specialist. The plan is to engage the Program Coordinator together with the Director to execute this role.

2013 ACCOMPLISHMENTS:

- Budget requests for the 2013/14 cycle accommodated goals of Focus Area committees
- Restoration of a fourth part-time kennel attendant plus the addition of a Processing Assistant enabled shelter to be open 6 days a week
- Compensation evaluation underway, comparing staff positions and compensation against similar positions in other counties
- Part-time Volunteer Coordinator hired to drive creation of a quality, well-managed volunteer program. This was a key position from the standpoint of the AOAB as it increased the capabilities of the Animal Operations Department within the first year. One volunteer coordinator only has to coordinate 20 volunteers a week (4 hour shifts) to provide the equivalent of two additional fulltime positions. Volunteers facilitated Saturday opening hours and supported staff in achieving goals outlined in this report – especially the Placement, Facility and Animal Welfare sections
- Offsite adoption events and public rabies clinics reinstated
- Facility & grounds alterations made to facilitate volunteer program

2014 ACCOMPLISHMENTS:

- Job description for Director of Animal Operations rewritten in keeping with the goals of the Strategic Plan. Search for candidates lead to appointment of a new Director in August, 2014
- Compensation evaluation folded into cross-department plan to ensure competitive compensation under development

- Volunteer Coordinator responsibilities included in newly-defined Program Coordinator position. Search for Program Coordinator in process
- There is a focus on contracted veterinary professionals playing an increasingly key role
- The crucial responsibilities of a communications specialist have been included in those of the newly-defined Program Coordinator and the Director
- Job descriptions rewritten for Director and Shelter Manager, and defined for Program Coordinator. Accountability included with mapping to processes still being defined
- Although there has been ShelterPro training on-site and attendance at conferences or events off-site, formally structured education roadmaps are still under development. Staff members do complete state-mandated courses for their positions. The plan is for every fulltime employee to attend one off-site event at least annually
- A comprehensive staffing plan lead to a complete overhaul of the Animal Operations Department staff. There are currently ten full-time positions: Director, Program Coordinator, three field officers, five technicians. There are currently four part-time positions: shelter technicians, of which two remain to be filled
- Volunteer program was reassessed and redefined and is expanding

2015 GOALS:

- Program Coordinator, with strong communications and program management skills, appointed
- Robust volunteer program in place, complementing a strong process and staff foundation
- Staffing complete, enabling focus on other goals
- Job descriptions revised to include accountability mapping to documented processes
- Formally-structured education roadmaps with multi-level training defined & established

The Plan: Facility & Animal Welfare

REVISITED VISION:

(Describe the environment as you would like to see it in 2017).

In early 2013, The Facility & Animal Welfare Committee's recommendations were thought to be basic and able to be put into place ASAP with current staff and volunteer participation. It was strongly felt that each animal entering the AC facility deserves the most humane treatment possible, regardless of the pet's background. Many of the Committee's areas of concern and recommendations were consistent with other committees, particularly Placement/Intake, and what they wished to accomplish. Through a targeted Communications plan, there will be the possibility of donations made to the AC Center, which could help in the purchase of beds, toys or cat cages. Much of what the Intake committee requires will benefit Animal Welfare as well, especially in the area of volunteers. The changes made through the Technology committee will ensure that lost pets are reunited with their owners faster and that pets are placed on Pet Finder and other adoption sites at a much faster rate, therefore increasing their adoptability. In addition, Shelterpro may track areas of animal care such as health examinations, vaccinations, exercise schedules, kennel sanitation and capacity.

As part of the revisited vision discussions in early 2014, Tim Boyte, DVM, added, "The operation of animal care in a shelter facility needs to be focused on any procedures that maximize animal welfare as capability exists. This includes basic physical needs of nutrition and shelter at as near an optimal level as possible."

Whether a dog or cat is at the Animal Center for a few days or a few weeks, a pet's time is to be as comfortable and humane as possible, even during the process of euthanasia. Decreasing the level of stress or anxiety throughout the Animal Center could increase the level of adoptability of each pet. The AC being open during hours that accommodate the public increases the adoption rate. The property next door will be utilized for exercise for dogs or for adoption events.

The ongoing goal is to assure that all AC Shelter processes (with measurements) are clearly defined in the Standard Operational Procedures consistent with the 2013-2014 Process Flows (developed by the Animal Center Staff and representatives from the Animal Operations Advisory Board 2013/2014) and that processes are continually monitored/evaluated per measurement standards.

UPDATED CURRENT STATE:

(How would you describe the environment today – March 2015?)

- In process of revising SOPs
- Process Flows for Care not complete; Animal Health and Welfare Process – Dogs and Animal Health and Welfare Process-Cats described in current state(2014); SOPs not yet integrated into process flows
- Priority for pets identified as suffering to receive veterinary attention
- Contracts with four veterinary practices
- ASPCA Vaccination Decision Tree used
- Cats given antibiotics for URIs at first sign of symptoms
- Limited outbreaks of Parvo in dogs and Upper Respiratory Infections in cats 3rd Quarter 2014 & 1st Quarter 2015
- The ventilation system between three cat areas and dog holding has been modified within the constraint of the budget. A wall was constructed in the cat quarantine area to separate cats to curtail spread of airborne disease. Air quality evaluation completed. Professional consultation lead to UV lighting being added. Ventilation structure continually being improved
- Animals are fed specific meal amounts based on nutritional consult; bowls removed after specified time; feeding protocol in revised SOPs
- Front desk Resource Staff manages visitor flow, adoption paperwork, follow up spay/neuter appointments, rescue group and wish list contacts
- Phones are answered on Saturdays
- The Animal Center is open six days a week: Mon – Friday, 10:00-4:45; Saturday, 10:00-3:45
- Windows were installed in four exterior and four interior doors allowing daylight to reach the kennels and Laundry/Intake Room. Volunteers are allowed to come to walk the dogs (8:00-10:00AM) on days the AC is closed to public. Policy has changed to closing only on County designated holidays
- Closed circuit camera installed in viewing areas and large exterior playground. One monitor is available in Laundry Room.
- Shelter Pro Kennel Cards used to identify dogs/cats in viewing

- Dogs
  - Dog quarantine and viewing areas reconfigured in 2013 to provide maximum opportunity for isolation, monitoring capacity and 'as needed' euthanasia. Adoptable dogs rotated from holding to viewing to maximize viewing time
  - All dogs in both viewing and holding that are not doubled up have Kurunda beds and receive towels, with exceptions documented
  - Dogs are given treat filled Kongs distributed by volunteers and staff. Large Nylabones available for large dogs, providing environmental enrichment
  - Volunteers and staff partner to walk/exercise dogs daily
- Cats
  - Cats in lower kennels are not easily viewed by the public. Configuration being reviewed
  - Striving for consistent distribution of toys in cat area
  - Increasing focus on cat socialization by staff

- Volunteer Program
  - A new and aggressive volunteer program highlighted the need for managerial controls and processes. Although the volunteer program produced some very positive results, it was decided that it should be scaled back while the controls and processes were addressed. This produced a step backwards in order to proceed forward at a sustainable pace. A Program Coordinator position was identified and defined to embrace volunteer coordinator responsibilities along with other program responsibilities. This role has yet to be filled
  - The development of a county-wide volunteer process necessarily delayed the ramp-up of the volunteer program under the new Director, but now a more structured, accountable program should provide a quicker, more effective ramp-up which will aid with off-site adoptions and other initiatives
  - A core of volunteers (approximately 6-8) have continued to walk/exercise dogs and socialize cats
  - Lead Volunteer supplies daily report of volunteer activity with status reports of dogs and cats
  - AC staff notify Lead Volunteer (and web site posters) of animals to remove from sites due to placement or euthanasia
  - Several volunteers have taken the lead on community events , Ex: St. Patrick's Day Parade and coordinating Pet Smart Cat habitat and quarterly weekend adoption events
  - In-house and off-site volunteers hours recorded via application
  - Volunteers report concerns (worms, limping, behaviors) to staff directly or via binder with summary to Director

- Photographs are taken of dogs and cats when released for placement and posted on the AC web sites, Petfinder, Rescue Me, AllPaws and Adopt-A-Pet. A special area has been set up for photographs
- Specific music purchased but unclear how frequently used in kennels

2013 ACCOMPLISHMENTS:

- Volunteer Coordinator hired and volunteer program in place; with revised Volunteer Manual, applications, orientation and training
- Began acquiring Kuranda or elevated beds for dogs
- Kongs purchased and stuffed by volunteers for distribution
- Cat condo purchased and initially placed in lobby with kittens on display – one or two at all times
- Impound vehicles moved and three fenced areas installed on lot next door up hill
- Eagle Scout made new signage, plants around front door, bench, some gravel in play yards
- "Night" lights on timers (December, 2013)
- Piped in soothing music to lower cortisol (stress) levels (December, 2013)

2014 ACCOMPLISHMENTS:

- Consistent core of volunteers have continued exercising dogs and socializing cats at the AC; supported Cat Condos and community adoption events
- Animals are posted to AC websites, Petfinder, RescueMe, AllPaws and Adopt-A-Pet sites; Posters created for Facebook and other social media distribution
- Doorbell installed at exterior/Viewing room door
- Kuranda beds in use for dogs
- Kongs purchased and stuffed by volunteers for distribution, Nylabones distributed to large dogs
- Cat condos placed in lobby with cats on display
- Gravel spread in yard adjacent to building and 2 small enclosures up the hill
- Windows inserted in 2 outer dogs to cat/dog viewing and 4 interior doors and Intake/Laundry room
- Non-skid surfaces researched for outside dog kennels, deemed inappropriate
- Additional lighting added to Meet & Greet area
- Ventilation system between three cat areas and dog viewing to reduce spread of infectious diseases has been evaluated and modified and UV lighting and additional exhaust to outside added
- Mounting of stainless steel bowls was researched; deemed not sanitary
- Nutritional consult lead to change in feeding process

- Students of North Carolina School of Veterinary Medicine built elevated cat "perches" for cats in cages with no shelves and provided toys appropriate for shelter environment
- Special "Feral Cat" boxes used in cat Holding
- Scratch pads used as needed
- Phones answered on Saturday
- Center closed only on County recognized holidays reducing the amount of time animals are isolated
- Monthly staff team meetings instituted

2015 GOALS:

(What will be accomplished by the end of December, 2015?)

- Volunteer Program process to be completed with plans to:
    - Assign volunteers to specific tasks: Animal Foster Care, Animal Transport, Animal Operations Intern (Communications), Customer Care Specialists, Special Event Staff, Cat Socializer, Dog Socializer and others as needed
    - Complete revision of Volunteer Training Manual
    - Publish on line Volunteer Newsletter
    - Recruit new volunteers
    - Establish recognition program
- Complete Animal Care Processes by December 2015
- Establish criteria for behavior assessments to enhance information for adopters; to be integrated into Care Processes
- Scheduled inspection of kennels by shelter technicians for wellbeing of animals, food, water, cleanliness, toys; recorded in Shelter Pro
- Add additional monitors for security camera system; especially Director's office and reception area
- Evaluate legal implications of AOAB member/certified dog trainer providing one, free dog training session to new adopters and their dog
- Evaluate legal implications of PAWS training program for volunteers and shelter technician staff by AOAB member/certified dog trainer
- Review February, 2013 Updates to August, 2014 Revisions of Standard Operating Procedures to be consistent with 2013/2014/15 Processes
- Continue developing Care Process flows to reflect preferred processes, Monitor Care Process Flow (AOAB and AC staff initially developed, 2013) and evaluate per measurement standards
- Schedule of shelter technicians and volunteers to walk dogs, socialize cats; combination of volunteers and staff ensures every dog exercised outdoors several times throughout the day, especially before closing. Consider using kennel "Walked Card" to identify exercise frequency

- Strive to achieve ideal time criteria for dog outside play (20-30 min) and cat socialization (15-20 min); consistent with AC/AOAB Process Flow
- Replace ventilation system between viewing and holding areas
- Continued and enhanced use of Cat Condo in reception area
- Continued and enhanced use of Kurunda beds with blankets/towels; including holding area
- Consistent distribution of toys
- Purchase interactive toys so volunteers can use with animals
- Purchase filling for Kongs with emphasis on days the AC is closed
- Additional signage on highway, improve appearance of sign changed to reflect open hours
- Consistent use of Animal Center logo developed in 2014
- Consideration of evening hours a couple of days a week; closing on Monday to be open on Sunday
- Add additional gravel to large play area up on hill; consider "Canine Grass"

Health Recommendations

- Develop Care Processes to define evaluation and treatment of animals consistent with SOPs/processes to include components for Intake exams for dogs and cats with vaccination protocol (using ASPCA Vaccination Decision Tree) for all animals entering shelter and moving to Viewing Area
- Monitor animal appetites to identify potential sick animals; record in Shelter Pro
- Consistent monitoring/treatment of animals for ticks/fleas/worms
- Review current policy of not allowing puppies outside due to perceived concern of transmitting parvo
- Establish a protocol for injured animal care (defined in revised 2015 SOPs)
- Document cat respiratory illness to determine ventilation issues and treatment options
- Review types of vaccinations currently used to comply with current medical advances
- Consistent, proactive medications (L-lysine) for cat upper respiratory infections; Consult with veterinarian during outbreaks
- Request vet consults on cat respiratory outbreaks if large numbers of animals are being euthanized due to URIs

The Plan: Communications

REVISITED VISION:

(Describe the environment as you would like to see it in 2017).

The communications function drives a planned, constant drumbeat of communications and publicity via multiple communications channels. This drumbeat focuses on the four-pronged marketing message of Adopt/Volunteer/Donate/Prevention. Pets available for adoption and pets that arrive at the shelter but are obviously owned but lost are quickly publicized. On-going Board and Animal Operations activities and animal services available to the community are also promoted when appropriate.

UPDATED CURRENT STATE:

(How would you describe the environment today – March 2015?)

By mid-year 2014, there was a high level of activity around promoting adoptable pets through multiple communications channels. This was driven primarily by volunteers, including volunteer photographers. The level of activity highlighted the need for managerial controls and processes. Although the initiative produced some very positive results, it was decided that it should be scaled back while the controls and processes were addressed. This produced a step backwards in order to proceed forward at a sustainable pace, integrating paid staff in the process. A Program Coordinator position was identified and defined. This position will work closely with the Director on communication initiatives. This role has yet to be filled and evaluated with respect to its impact.

The on-going development of a necessary county-wide communications policy, including social media protocols, stalled some of the progress made. A solid, sustainable communications process is now being implemented and lost ground is being regained. The goal is to increasingly involve paid staff to support this key driver of success.

2013 ACCOMPLISHMENTS:

- Compiled extensive list of communications channels available, both paid and unpaid: traditional papers, magazines, military publications, mass mailing, radio stations, on-line publications, websites, email lists, Facebook, etc. Included "physical" channels like The Animal Center, PetsMart, etc
- Established and/or formalized relationships with high priority, efficient channels. Worked with The Pilot on publishing frequent pet-related articles via LuAnn Kinney
- Work with the Budget Committee on funding paid marketing/advertising campaigns. An ad campaign ran in July promoting Saturday openings
- Redesigned The Animal Center web presence
- Extensive use of social media to market adoptable pets and events
- Info on Animal Services distributed to all towns for publication on websites, bulletin boards & in town newsletters
- Information kit compiled for Animal Control officers and events
- Extensive publicity around events – Saturday opening, rabies clinics, PetSmart presence, Spay Neuter Assistance Program, Robbins transport, launch of FIX'Moore Fund
- Successful July "Press" conference introduced the FIX'Moore Fund and focused on Animal Operations and Board activities and progress

- Coordinated mass mailing as part of tax billing cycle to drive donations to the FIX'Moore Fund
- Redesigned SNAP flyers and application in both English and Spanish and distributed throughout the county
- Worked with The Pilot on the Pet Section of The Sandhills Guide, ensuring comprehensive coverage of services available and programs requiring community support and volunteers
- Two updates presented to the Board of County Commissioners with full press coverage coordinated

2014 ACCOMPLISHMENTS:

- Redefined marketing "brand" to "The Animal Center" versus "Animal Operations", emphasizing adoption as primary goal
- Focuses communications on the four-pronged message of Adopt/Volunteer/Donate/Prevention
- Developed web channel to support four-pronged message
- Rectified marketing elements that were inconsistent and disrupted awareness, access and searchability
- Ensured consistent message in media, public relations, collateral materials and internal communications
- Developed public engagement especially via interactive/social media
- Relaunched FIX'Moore fund with announcement of "Donate" button through multiple channels including water and tax bills
- Launched Sinead Fund for donations to cover animal medical expenses outside of budget constraints
- Extensive publicity around events, programs and campaigns, including paid advertising

- "Pearls 4 Paws" fundraiser raised public awareness through multiple publicity initiatives

- Update to the Board of County Commissioners with full press coverage

2015 GOALS:

- Ensure a satisfying customer experience via all channels
- Ensure communications function is owned and driven by assigned staff member
- Document and drive communications processes with focus on sustainability
- Reinforce marketing "brand" to "The Animal Center" versus "Animal Operations", emphasizing adoption as primary goal
- Rebrand "Animal Control" to "Animal Services", emphasizing inclusion of prevention and education elements of mission
- Strengthen four-pronged message of Adopt/Volunteer/Donate/Prevention
- Develop calendar of promotions to ensure proactive, strong marketing campaigns
- Revisit marketing elements that are inconsistent, disrupt awareness, access and searchability
- Ensure consistency in media, public relations, collateral materials and internal communications
- Develop robust social media presence in keeping with County social media policy
- Promote FIX'Moore Fund
- Promote Sinead Fund
- Update to the Board of County Commissioners with full press coverage
- Focus on internal marketing, conveying purpose for marketing and marketing messages to staff, Board and county management
- Engagement of college intern to create marketing materials for specific initiatives and programs
- Establish Public Comment workshops to complement Board meetings and give the public an opportunity for discussion with the Director

The Plan: Technology

REVISITED VISION:

(Describe the environment as you would like to see it in 2017).

- Technology facilitates the goals of the Animal Operations Department of Moore County
- Staff well trained and enabled by technology to perform their tasks efficiently, effectively and expeditiously. Ongoing and funded support for continued training as relevant to staff needs
- Processes as technically automated as possible to facilitate the functions of the Animal Operations Department.

UPDATED CURRENT STATE:

(How would you describe the environment today – March 2015?)

Personnel changes in the I/T Department, Animal Operations and on the AOAB stalled progress on several fronts with respect to technology in 2014. 2015 has seen an increased focus on the ShelterPro application, its functions and features and usage. I/T support for Animal Operations has been assigned.

Technology is being leveraged, but hardware platforms are outdated and insufficient at both the shelter and in the Animal Control arena. An annual evaluation of the computing technology used by staff is recommended. With the introduction of better wireless communications within the facility, the upgrade to ShelterPro and continued progress toward mobility, the decision as to what type of device each staff member should use can be determined based on the expected performance of their work. For example, a staff member who is collecting information from various locations within the facility may benefit from a tablet type device or a strategically placed kiosk access point rather than a fixed and hardwired device. A comprehensive technology plan for the department needs to be developed and driven.

Animal Operations staff has varying degrees of computing technology proficiency. To reach a goal of having well trained staff who are enabled by the technology, adapt quickly to changes and to enable the environment to benefit from the full capabilities technology might offer will require:

- Hiring practices with a focus on technology capabilities balanced with animal care experience
- Multi level training defined and established
- Training provided and required for new and existing staff
- Basic computing skills made available from many sources

Digital motion-activated security camera network is now installed with recording capabilities.

2013 ACCOMPLISHMENTS:

- Updated existing office computers and standard office software
- Deep demo to review Shelter Pro product and enable plan for upgrade
- Upgraded Shelter Pro to current version. Migration to SQL is essential with training from vendor as needed/requested. Timing for this migration step is asap as the first stage of upgrade introduced features the vendor acknowledged afterward are too much for the underlying database to handle without responsiveness suffering
- Shelter technology infrastructure reviewed to ensure underlying network supports the goals of the department. This lead to: Wiring – review completed and new lines pulled June 2013; Switch – replacement completed June 2013; Connectivity to core county network – changeover completed June 2013; Wireless – coverage to back building completed July 2013
- Mobile use of system tested and verified. SQL upgrade to Shelter Pro is required. Wireless access devices and alternative mobile equipment will be a consideration.

2014 ACCOMPLISHMENTS:

- ShelterPro acknowledged as the platform of choice going forward. Training underway
- Leveraged ShelterPro ability to add photos to kennel cards; this function provided a gateway to other capabilities eg. Lost and Found on county website
- Lost and Found photographs posted on county website
- Staff usage of tablet for photos
- Creation of on-site photo studio

- Streamlined Science Diet reporting

2015 GOALS:

- Implement improvements in use of ShelterPro, cleanup of data and establish use of more controlled data entry for more accurate and valuable reporting
- Adoption data regarding geographic trends, re-adoptions, high/low adoption days/times/seasons made available through ShelterPro reports
- Automate transmission of ShelterPro content to adoption websites
- Crosslink Lost and Found county website content to The Pilot's Lost and Found pages
- Implementation of mobility use. Current hardware in Animal Control trucks is inadequate for field use. Retrofit trucks and pilot one truck and then roll out. Integrate call for service, map locating and access to Sherriff Department's database. Drive to connect the dots
- Take advantage of repurposed hardware available from other departments
- Define a training roadmap for staff (see Budget and Personnel section of plan)
- Refinement and expansion of digital motion-activated security camera network

The Plan: Processes and Measurements

REVISITED VISION:

(Describe the environment as you would like to see it in 2017).

- While The Animal Center's Standard Operating Procedure Manual describes procedures in compliance with Department of Agriculture requirements, it does not identify the exact processes, individual steps within each process nor the measurements or evaluations of those processes.
- In the future, well-documented Process Flows, dovetailing with SOPs, job descriptions and associated accountability, guaranteeing a sustainable high level of performance
- Processes would guide the daily activities and responsibilities of the staff and the complementary volunteer team
- Well-documented processes that afford every animal that enters the facility a consistent level of care and every adoptable animal the best chance of leaving for a new home
- The review and assessment of processes would spin off changes, some of which might be technology changes which would then become their own project

UPDATED CURRENT STATE:

How would you describe the environment today – March 2015?)

- There are many processes taking place in the Animal Operations Department (Intake, Housing Decisions, Animal Health and Welfare Dogs/Cats, Placement-Adoption, Foster & Rescues, Euthanasia and others). These processes consist of a mix of resources, including people, use and maintenance of the physical plant and other tools. Paper, computers, cameras, scanners, the internet, Animal Control Officer trucks, use of health and cleaning related supplies are examples of some tools.
- In September, 2013 a Sub-Committee convened to identify, evaluate and prepare the Process Flows including Intake, Housing Decisions, Animal Health and Welfare Dogs/Cats, Placement-Adoption , Foster & Rescues, and Euthanasia. See Appendix I: Example of documented process: Intake
- With the dismissal of the Director in February 2014, the appointment of an Interim Director and subsequent hiring of new director in August 2014, the committee suspended its work on the Process Flows. The last meeting was May 2014

- Process Flows only describe processes as of March 2014
- Processes Flows only reflect current state and not desired state at a detailed level that ensures sustained performance
- Job descriptions more general in nature and not linked to processes
- Insufficient measurable accountability for care given to each animal on a daily basis

2013 ACCOMPLISHMENTS:

- At the request of Wayne Vest, Manager, Moore County, representatives of The Animal Center and the AOAB met three times to: Identify processes , develop & document process flows, the individual steps and associated resources
- High level flow for Intake, Housing Decisions, Adoption Process & Euthanasia Processes discussed (See Appendix I for example of documented process: Intake)
- The current version of the flows reflects the actual existing processes
- Process discussion initiated 'real time' euthanasia, ensuring full kennel capacity at all time

2014 ACCOMPLISHMENTS:

- Per direction from Wayne Vest, Manager, Moore County, representatives of The Animal Center and AOAB met four times to: Identify processes , develop & document Process Flows and the individual steps, resources required (See Appendix I for example of documented process: Intake)
- High level flow for Intake Procedures, Housing Decisions, Animal Health and Welfare Dogs/Cats, Adoption , Adoption Follow Up, Foster, Rescues & Euthanasia Processes & Procedures Dogs/Cats discussed and charted
- The current version of the Process Flows reflects the actual existing processes
- Process discussion initiated 'real time' euthanasia to ensure full kennel capacity at all times. This lead to kennel reconfiguration which then included the rotating of adoptable dogs between holding and viewing to maximize viewing time
- Staff preferred using Smart Draw application and converted from Word application

2015 GOALS

(What will be accomplished at the end of 2015?)

- Identify any differences between actual processes in 2015 vs what is in March 2014 Process Flows
- Change/Correct actual/documented processes
- Identify potential accountability points whereby check-offs or measurements can be put into place

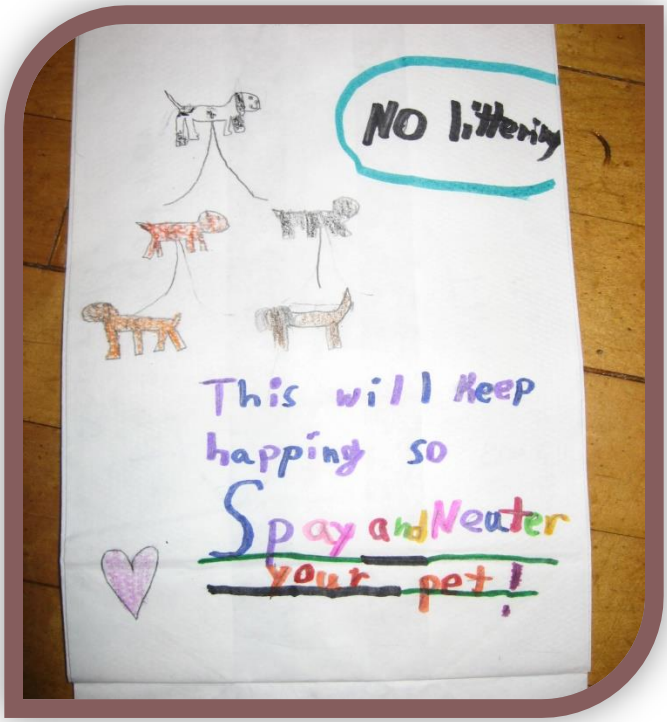
- Proceed to the next level of adding more detail to the high-level process flow boxes giving consideration to any process changes
- Complete detailed process documentation, to also include volunteer program, Animal Control functions, with measurements for all processes
- Continue monthly meetings to identify processes and evaluate each for purpose of mapping out existing efforts, tasks, timings and impact on goals
- Animal Center Staff:
    - Involvement in the identification, description, evaluation of Process Flows
    - Established training program to introduce processes to current and new staff
    - As processes are analyzed and changes made, staff need to be made aware and provided instruction as part of the change management process
    - Updated job descriptions to support processes
- Evaluate Shelterpro capabilities and its potential to support Processes
- Integrate processes as much as possible into ShelterPro to facilitate the functions of the Animal Operations Department including Animal Control functions
- Continue monitoring of process implementation and associated measurements
- Establish annual Process review

The Plan: Prevention

REVISITED VISION:

(Describe the environment as you would like to see it in 2017).

There is an integrated program to reduce the pet intake numbers at The Animal Center. Components of this program are as follows:



-Reducing the overpopulation problem through proactive spay neuter assistance initiatives that target population segments responsible for unwanted pregnancies. This includes financial assistance as well as transportation support.

-Reducing the need for owner surrender through support mechanisms including 1) food and medication assistance for low income population, 2) foster home network for military deployment displaced pets, 3) behavioral counseling for problem animals, 4)counseling and training/obedience education for new adopters.

-A strong neighborhood cat initiative, including funding for aggressive spay neuter assistance and networking for colony management.

-Increased public awareness of the euthanasia problem and proactive education programs in the schools for responsible pet ownership (Pet Responsibility Committee (PRC)).

UPDATED CURRENT STATE:

(How would you describe the environment today – March 2015?)

The Spay Neuter Veterinary Clinic in Vass continues to thrive, providing public access to subsidized spay and neuter procedures. A combination of the services provided by the clinic, funding through the state's Spay Neuter Assistance Program (SNAP), the FIX'Moore Fund, a strong proactive education program (PRC) & access to transportation from the north of the county (PRC) has driven a steady decrease in intake numbers. Intake numbers have decreased from 4,973 in 2007 to 3,138 in 2014, despite population growth and an economic depression.

Although programs have been discussed, there are currently no proactive programs to reduce the owner surrender numbers. A Neighborhood Cat Committee was recently established by the AOAB with plans to educate and help local cat caretakers and to fund trap/neuter/return initiatives through the FIX'Moore Fund.

Research into resources for the fostering of the pets of deployed military personnel produced awareness of existing foster networks. This information was made available through the press.

We continue to have a very strong educational effort in the schools for responsible pet ownership through the Pet Responsibility Committee (PRC) initiative.

Given the new Director's background in Animal Control, there are plans underway to leverage Animal Control Officer resources in the arena of prevention, in addition to rabies vaccinations.

2013 ACCOMPLISHMENTS:

- Good progress made in building the mechanisms that will establish a focused community spay and neuter assistance program to target problem areas. The state sponsored reimbursement program, already in place in Moore County (SNAP), was increased to $7,500 per quarter. A public donation fund, FIX'Moore, was established and public awareness kindled through various media channels including a press conference for local media outlets
- Branded FIX'Moore with specific logo and marketing materials
- Transportation support from the north of the county to the clinic is Vass has been expanded to a second location. There are currently monthly runs from the pick-up points to and from the clinic. These runs are coordinated through the PRC which also promotes the program in the schools in the north of the county
- The PRC successfully completed its fifth year of Pet Responsibility Program for Fourth Graders in all Moore County Public Schools. Four private schools also participated in the program

A Feral Cat Committee was formed to explore existing feral cat initiatives with the goal of increasing spay and neuter and providing support for colony management. A pilot campaign is being planned

2014 ACCOMPLISHMENTS:

- Established on-line donation capability for FIX'Moore Fund
- Secured private sector sponsorship of FIX'Moore Fund through the "Pearls 4 Paws" event (PRC)
- Conducted a fundraiser for FIX'Moore Fund – "Pearls 4 Paws"
- Coordinated mailing with tax and utility bills, requesting donations to FIX'Moore Fund
- Maintained funding and reach of SNAP despite decreased state funding

- Established partnership with NC State School of Veterinary Medicine to carry out spay/neuters of shelter pets to complement services provided by The Spay Neuter Clinic of the Sandhills
- Free Microchip month promoted use of chip technology to facilitate return to owner
- Expanded school program to more private schools via Pet Responsibility Committee
- To date, over 380 pets have been transported to the SNVC from the Robbins area by Pet Responsibility Committee
- Established Neighborhood Cat Committee to focus on educating and helping local cat caretakers
- Established relationship with the Commandant at Fort Bragg Base who has direct responsibility for the AC facility and determines rules for soldiers and pets. Article published in Fayetteville Observer regarding resources for military pets
- New adopters given free training session to set them on the right road and avoid the return of adopted dogs to the shelter

2015 GOALS:

- Increase donations to the FIX'Moore Fund through FIX'Moore Month (April) and publicity around insert included in utility (May) and tax (July) bills
- Secure increased private sector sponsorship of FIX'Moore Fund
- Establishment of voucher program funded by FIX'Moore Fund
- Maintain funding and reach of SNAP despite decreased state funding
- Work with Spay Neuter Clinic of the Sandhills to be the first choice to fill no-show slots
- Maintain current level of PRC school coverage activity
- Ensure all pets are spayed and neutered before adoption with exceptions documented and tracked
- Continue transport service to the SNVC from the Robbins area by PRC volunteers
- Heavy focus on Neighborhood Cat Committee activities
- Increased awareness among military community of their impact on local shelter organizations and possible resources available to them
- Establish a comprehensive training program for new adopters and owners at risk of returning pets to the shelter
- Owner surrender focus – possible grant for north of the county
- Educate the public regarding the importance of training through special events/seminars
- Scheduled intake and intake questionnaire for owners who call ahead to surrender pets; provides data on reasons for surrender and facilitates capacity planning
- "Rehoming" opportunity provided on county website enabling owners to quasi foster their pets while a new home is being sought

The Plan: Intake/Placement

REVISITED VISION:
(Describe the environment as you would like to see it in 2017).

The Intake and Placement processes would enable expeditious return of lost pets to owners and fast placement of adoptable pets. The adoption rate would be 70+% as The Animal Center increases the live release rate year on year. Adoptability of all animals to be documented regarding temperament and all efforts for adoption.
Intake of animals would be tracked regarding demographic information (for targeted education programs) and Owner Surrenders counseled on alternative options including available aid resources and Spay/Neuter programs.
Technology/social networking would be leveraged to quickly

- Return pets to owners
- Track Intake, Adoption, Volunteer processes
- Track Intake demographic patterns
- Monitor Spay/Neuter compliance
- Market pets on site and at adoption events to increase adoption rates

A robust volunteer program must be actualized to boost care and adoption of the shelter pets. Referral and breed rescue partnerships, both local and national, would be accessed and formalized to increase placements.
Animal Control Officers proactively canvas their territories provided educational material aimed at preventing litters and disease.

UPDATED CURRENT STATE:

Intake:

2010 – 4,215 2011 – 3,825 2012 – 3,934 2013 – 3,206 2014 – 3,138

- Trend indicates a significant decrease in Intakes 2010 to 2014. The highest number of intakes in 2014 were during the months of June (314), July (326), September (473) and October (295). The average number of Intakes per month in 2014 was 261 animals.

- The change in reporting format in 2014 reporting (Owner Turn-In, Public Turn-In Stray, Owner Surrender to Officer & Animal Control Captured) makes it difficult to compare to previous years.
- Owner driven Turn-Ins were 43% of the Intake
- Animal Control Captured were 38% of Intake
- Public Turn-In Strays were 16% of Intake
- See Appendix II: Intake detail

Placement:

- The percentage of animals placed (adoptions, rescue groups) in 2014 improved significantly from 2011
- The number of animals placed in 2011 was 25% compared to 2014 when 48% of the animals were placed. See Appendix III for 2011, 2012, 2013, 2014 Adoption/Euthanized percentage details
- Dogs & cats released to other organizations (Moore Humane, Animal Advocates, Breed and other rescue organizations, Wake Co. SPCA) increased dramatically in 2014:
  2012 = 177 (24%) 2013 = 246 (30%) 2014 = 623 (45% of total placements).
  See Appendix IV: Dogs and cats released to other organizations, for detail

- Return to Owner:
  If the percentage is calculated on only animals eligible for return: Public Turn-In Stray (518) and Animal Control Captured (1,227); RTO = 230 = 19%
- Volunteers are alerted to need for immediate fostering. Establishment of adoption available list provides heads-up on time spent in shelter by specific pets
- Customer service person at the desk coordinates adoption help, notifying staff of visitors. Volunteers routinely support adoption efforts
- North Shore Animal League has not been utilized for the last 9 months; other channels have been leveraged
- Adoption data regarding geographic trends, re-adoptions, high/low adoptions days/times/seasons not available; pending data reports from ShelterPro
- Limited number of foster homes available for mothers with puppies/kittens, special recuperation needs

2013 ACCOMPLISHMENTS:

- Adoption rates increasing due to increased staff focus, volunteer coordinator position & volunteer team, increased communication via social networking & media
- Volunteer Coordinator hired, March 2014 – 20 regular volunteers, 60 registered; Successful recruiting of volunteers
- Participation in local community adoption events; volunteers coordinate participation

- Animal Center participating in Petsmart's Cat Residence and Saturday/Sunday Adoption programs and other off site events
- Adoption fee lowered for cats and Petsmart Cat Residence adoption events
- High quality photographs for postings
- Kennel cards modified to provide information for potential adopters and volunteers

2014 ACCOMPLISHMENTS:

Intake:

- Shelter Technician checks The Pilot Lost & Found every day and pictures from public are posted on Lobby bulletin board
- Animals posted on AC web site on intake
- Staff preparing format for ShelterPro documentation for surrendered animals
- Citizens who surrender puppies are offered Spay/Neuter Clinic and SNAP information
- AC is closed only on county holidays. Ex. Closed Thanksgiving Day but open on Friday and Saturday
- Free Microchip month promoted use of chip technology to facilitate return to owner

Placement:

- Placement rates have increased significantly from an average of 24% in 2011, 2012, 2013 to 51% in 2014
- Return to Owner rates have increased from an average of 5% to 7% in 2014
- Staff/volunteers actively pursuing partnerships with local/state rescues and breed rescue organizations
- An Adoption Partner Contract has been reviewed and approved by the Focus Group of AOAB
- Program Coordinator Position posted. Interviews in process. See Facility & Animal Welfare for volunteer program training, accomplishments and goals
- Volunteers have successfully posted animals on Facebook and other social media to increase awareness and adoptions
- Special rates leveraged for specific marketing campaigns
- Animals in foster care to be posted with pictures on lobby bulletin board
- Animals are photographed for social media sites at time of emancipation with special backdrop
- 186 animals have been transferred to the SPCA of Wake County
- Breed rescues are contacted as soon as animals reach "emancipation date"; Breed rescues accessed as rescuers' space is available and animals eligible
- Adoption rates for dogs and cats for Pet Smart events and Monthly Special EX: "March Madness", "Take Home The Love" with reduced fees

- Wish List postings monitored by staff with call to potential adopters
- During peak periods, surplus litter-lot puppies and kittens (limited demand and general population health concerns) are subject to routine holding and adoption protocols of all animals
- Animal Center open on Saturdays and Mondays
- Phones answered on Saturdays

2015 GOALS:

Intake:

- Support the use of ShelterPro to streamline intake procedures, data collection (especially data required for decisions around resources), kennel card information from both a shelter and Animal Control perspective
- Counsel members of the public surrendering pets regarding spay and neuter resources and possible subsidies; track locations for frequency of litter drop-offs; conduct surrender pilot survey
- Animal Control officers to input data from lap top to increase efficiency of services and intake information
- Evaluate current RTO procedures; develop strategies to increase RTOs to be coordinated with public awareness campaign
- Establish a Pet Food Bank to support pet owners in temporary need (Use Coalition, Sandhills Food Bank, Senior Center, Douglas Center as distribution sites)

Placement:

- Track adoption data trends via ShelterPro reporting
- Expand Adoption Process flow to include steps, timelines, documentation for adoptability, efforts to adopt
- Expand & integrate the volunteer program to include opportunities for onsite, off site adoption events and off site business locations, transportation opportunities; recruiting efforts to be emphasized
- Actively recruit for local fosters
- Increase placement partners locally, statewide and nationally
    - Pursue agreements (Adoption Partner Contract) with local shelters (The Farley Foundation, Caring Hearts for Canines, Moore Humane Society, Animal Advocates (especially cats), & Solutions for Animals to transfer to no-kill environments.
    - Establish agreements, monitor participation with selected breed rescue groups
- Evaluate & establish rigorous Return To Owner Processes; integrate into Process Flows; Dovetail Field Officers and Intake Process with Lost and Found service

- Establish training by professional trainer for volunteers to promote adoptability of animals
- Continue participation in PetSmart Cat residence (twice yearly) Adoption Weekends (once a quarter) and All Shelter weekends (once a Quarter)
- Initiate timely postings of photos/information & vigorously post to adoption sites: Animal Center website, Petfinder, AdoptAPet, WRAL, Facebook , etc.
- Propose reduced fees for high surrender cycles, seniors (both two and four-legged), special events
- Reinstitute evening hours (7:00/7:30 PM) with full phone coverage
- Continued participation in off site adoption events; Identify other local events and locations for adoptions; Ex: Petsmart, Alive at Five, Autumn Fest, Spring Fest, Holly Fest, Robbin's Farmer Days, Carthage Buggy Festival, Aberdeen's 4th of July, St. Patrick's Day, Christmas Parades
- Follow up communication to adopters
- Develop Thank You Post Card
- Coordinate with Communications Committee to continually recruit volunteers and promote awareness of adoption hours, adoption events and special adoption rates

The Plan: Euthanasia

REVISITED VISION:
(Describe the environment as you would like to see it in 2017).

In 2017, The Animal Center is aggressively striving to increase its 70+% live release rate year on year. Unfortunately, euthanasia is a sad reality for animals deemed unadoptable.

Whether a dog or cat is at The Animal Center for a few days or a few weeks, its time is as comfortable and humane as possible, even during the process of euthanasia.

While striving towards increasing the live release rate year-on-year, decisions regarding selection for euthanasia follow a well-communicated, rigorous process. The selection process is continually refined as new methods are continually investigated, assessed and implemented.

Veterinary medical professionals on the Board have offered to help the Animal Operations staff refine their criteria used in regards to choosing which of the animals specifically are getting chosen for euthanasia.

Revisions to Moore County Animal Operations Advisory Board By-Laws Article III: Goals 1. "The board shall work with the staff of the MCAOD and community resources on creating and driving activities aimed at decreasing the number of animals entering The Animal Center, increasing the placement of animals from The Animal Center, ensuring the care of the animals at The Animal Center meets documented processes and increasing the live release rate year-on-year."

UPDATED CURRENT STATE:

- Intakes in 2012 were 3,934, 2013 = 3,206)and 2014 = 3138
- 2014 End of Year data reflects a significant decrease in euthanasia. (From 76% in 2012 down to 48% in 2014)
- There continues to be a disproportionate number of cats euthanized than dogs. In 2014, 31% of dogs were euthanized; 66% of cats were euthanized
- See Appendix V: Euthanasia details
- Four Certified Euthanasia Technicians – CET - (including the Director)
- The current overall process of choosing animals to be euthanized is based on the emancipation date (date the dog/cat becomes property of The Animal Center), with

decisions made by a "team" consisting of the Director and one or more shelter technicians. Suitability as companion animal is the driving factor behind a responsible adoption process

- All cats are sedated prior to euthanasia
- Dogs are sedated on a case by case basis as determined by a CET. This process under discussion with the Board
- Euthanasia Process Flows started 9-2013. Staff defined professional guidelines used, drugs, and sedatives. Process flows reflect general current practice and procedures specific to dogs and cats. Not linked to SOPs. The Animal Center SOP reviewed and updated
- Capacity planning is based on fluctuating, unpredictable intake volume.
- Adoption available information on the website indicates animals at risk
- Monthly stats changed to include three reasons for euthanasia: temperament, sick/Injured, and capacity. Categories of feral, bite/aggression, adoption discontinued. Otherwise identified "feral" cats are now counted within the "temperament" category

2013 ACCOMPLISHMENTS:

- Recommendation of using sedation prior to euthanasia brought to administration (shelter director and county manager) and staff on several occasions with objections
- Two preliminary trials with small sample of dogs using sedation by local vet and two Animal Center staff; sedative donated by local vet
- Local vet has offered to assist in selection criteria – from health perspective
- Reconfiguration of dog kennel area enabling "as needed" euthanasia

2014 ACCOMPLISHMENTS:

- There has been a significant decrease in euthanasia although there are proportionately more cats euthanized than dogs
- Pilot Program of sedation (Tim Boyte, DVM & Maggie Wester, DVM and The Animal Center staff) prior to euthanasia completed resulting in all cats being sedated before euthanasia but inconclusive regarding dogs
- Initial Euthanasia Process Flows were written describing current procedures but not linked to SOPs or staff job descriptions
- New shelter technicians staff trained (CET)

2015 GOALS:

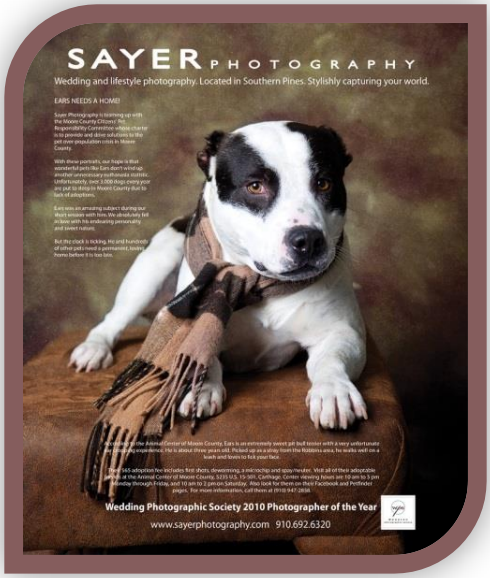
- Institute the practice of sedation for all cats and dogs prior to euthanasia. The process will be monitored and adjusted to overcome challenges with the help of local and external consultants. The AOAB had earlier declared, via a statement, that the most

ethical policy/process of euthanasia includes sedation for all cats and dogs prior to euthanasia. See Appendix VI: Process of Euthanasia: Change to existing policy

- Develop Euthanasia Processes that clearly outline areas, timing of sedation of animals for staff implementation
- Develop specific guidelines for euthanasia to insure decision objectivity to include temperament, breed, age, health, length of stay and placement efforts (social media exposure, adoption events, foster, rescue) with tracking/decision documentation
- Link AC staff job descriptions to Euthanasia Process
- Temperament data (of Monthly Report Euthanasia Categories) to be monitored to track impact of Neighborhood Cat Project (See Prevention)
- Schedule retreats to document revised current euthanasia process and goals for future with timelines for completion and periodic review
- Link recent revisions to Standard Operating Procedures to Euthanasia Process
- Consultation with veterinarian for disease diagnosis & treatment options
- Continued monitoring of kennel capacity to insure full capacity
- Research the incidence of cat euthanasia to develop strategy for increased placements

Conclusion:

There is need for a continued focus on a progressive and proactive approach to the problem of pet overpopulation in Moore County. 2014 and into 2015 saw measurable improvements in a number of areas – improvements that must be sustained and surpassed. The hiring of a new Director of Animal Operations in August, 2014, was designed to drive and achieve further improvements and sustainability.

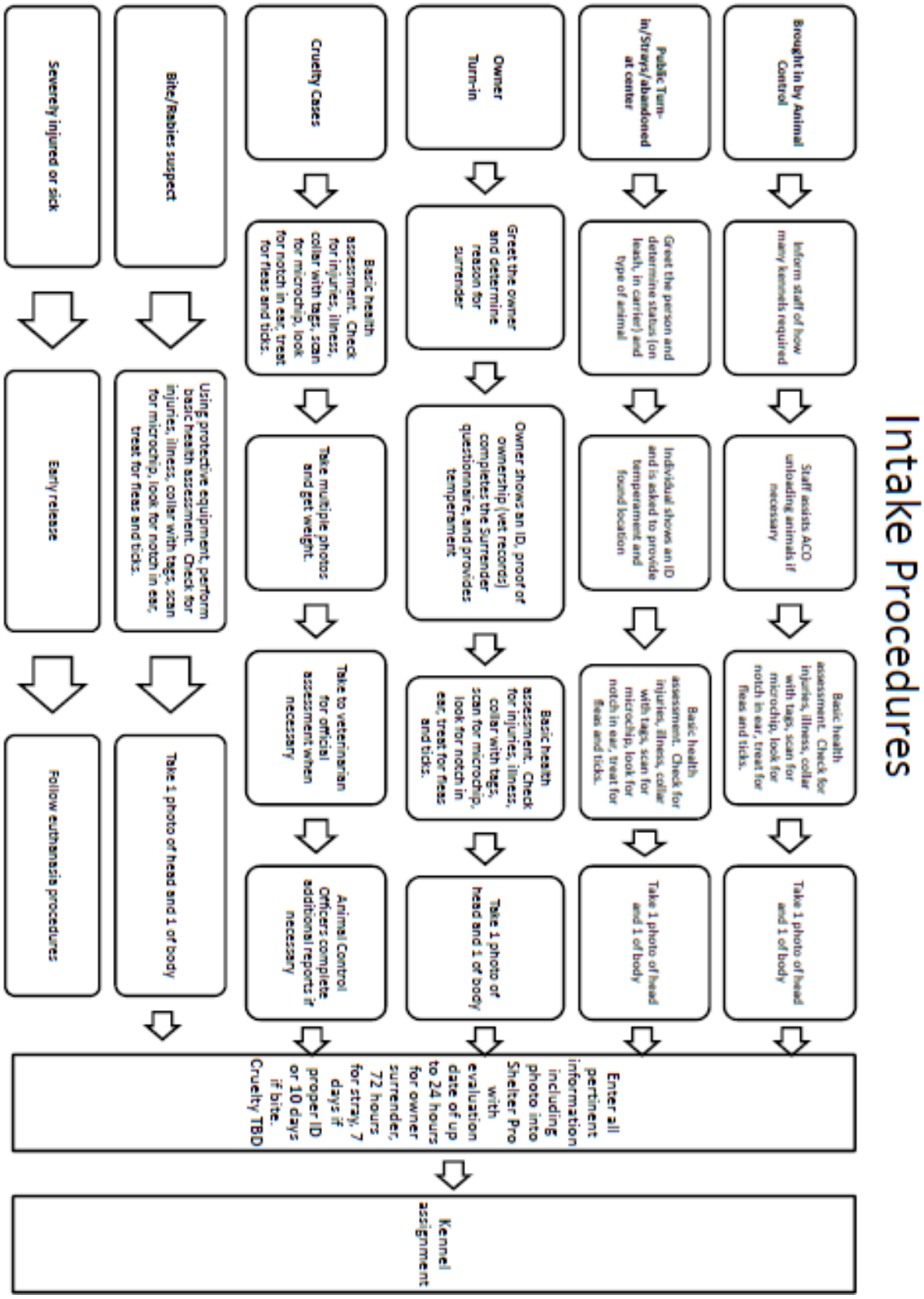


Members of the Animal Operations Advisory Board, together with the staff and volunteers of the Animal Operations Department, are working to sustain the effort and continually improve the situation through this strategic plan.

Euthanasia is a problem that cannot be solved by placement efforts alone, even though we can make huge strides in that area. It must also be addressed at its roots by working to reduce the numbers of unwanted litters in our community.

This plan, well executed, inevitably leads to a reduction in the number of animals that require sheltering, care and euthanasia at considerable cost to the county and concern to its citizens. It makes good fiscal sense.

Appendix I: Example of documented process – Intake



Appendix II: Intake detail

	2011	2012	2013	2014
• Combined Dogs & Cats Brought In By Truck	43%	43%	48%	*
• Combined Dogs & Cats Surrendered By Owners	57%	57%	52%	*

- * 2014 New Reporting format:

Owner Turn In	914	28%
Public Turn In Stray	518	16%
Owner Surrender to Officer	485	15%
Animal Control Captured	1,227	38%
Born at Center	71	2%

Appendix III: Adoption/Euthanized percentage details

	2011	2012	2013	2014
Adopted/Euthanized Cats	247/1,479	183/1,635	212/1,209	376/902
Adopted/Euthanized Dogs	645/1,251	561/1,309	586/990	598/577
Total %age Adopt/Euthan.	25%/75%	20%/80%	27%/73%	48%/52%
Return to Owner	5%	5%	7%	

2014 Live Release*/Euthanasia Percentages 52%/48%

*Includes Adoptions, Rescue placements and Return to Owner; does not include Animals In-House/Foster or Other Categories

Appendix IV: Dogs and cats released to other organizations

Numbers represent 2012/2013/2014

	Moore Humane	NSAL	Animal Advocates	Breed Rescue/Other	Wake Co. SPCA*
Dogs:	23/52/30	60/55/0	5/1/1	33/60/311	*2014 = 171
Cats:	34/49/20	NA	17/22/38	5/7/37	*2014 = 15

2012 = 177 2013 = 246 2014 = 623

Appendix V: Euthanasia details

2012	Intake 3,934	Live Release	* 924	24%	Euthanized	2,944	**76%**
2013	Intake 3,206	Live Release	959	30%	Euthanized	2,199	**70%**
2014	Intake 3,138	Live Release	1,604	52%	Euthanized	1,479	**48%**

* Includes Adoptions & Return to Owner

First Quarter (Averaged)

2014	Intake 562	Live Release	63%	Euthanized	37%
2015	Intake 595	Live Release	64%	Euthanized	36%

- There is a disproportionately greater percentage of cats euthanized than dogs

2012	Total Euthanized	2,944		
	Dogs	64% Euthanized	Cats	87% Euthanized
2013	Total Euthanized	2,199		
	Dogs	57% Euthanized	Cats	82% Euthanized
2014	Total Euthanized	1,479		
	Dogs	31% Euthanized	Cats	66% Euthanized

Appendix VI: Process of Euthanasia: Change to existing policy

Sedation of all dogs and cats, to the point of unconsciousness, prior to venipuncture or other method of euthanasia injection, is the process recommended by the AOAB. An approved “cocktail” (mixture) or single agent recommended protocol by a Veterinary Anesthesiologist will be administered and a sufficient, pre-determined, time allowed to ensure that animals are not aware of the stress of handling or administration of euthanasia solutions will be followed. Specific areas and movement of animals prior to sedation should be done with the overall desire to minimize distress to the animals and will be accomplished by a plan approved by the Shelter Director.